



What is GMAP?

Larisa Benson
Special Assistant to the Governor for GMAP
May 13, 2005

GMAP is . . .

INFORMATION

That is **SHARED**

For the purpose of

ACHIEVING RESULTS



Pop Quiz

True or False . . .

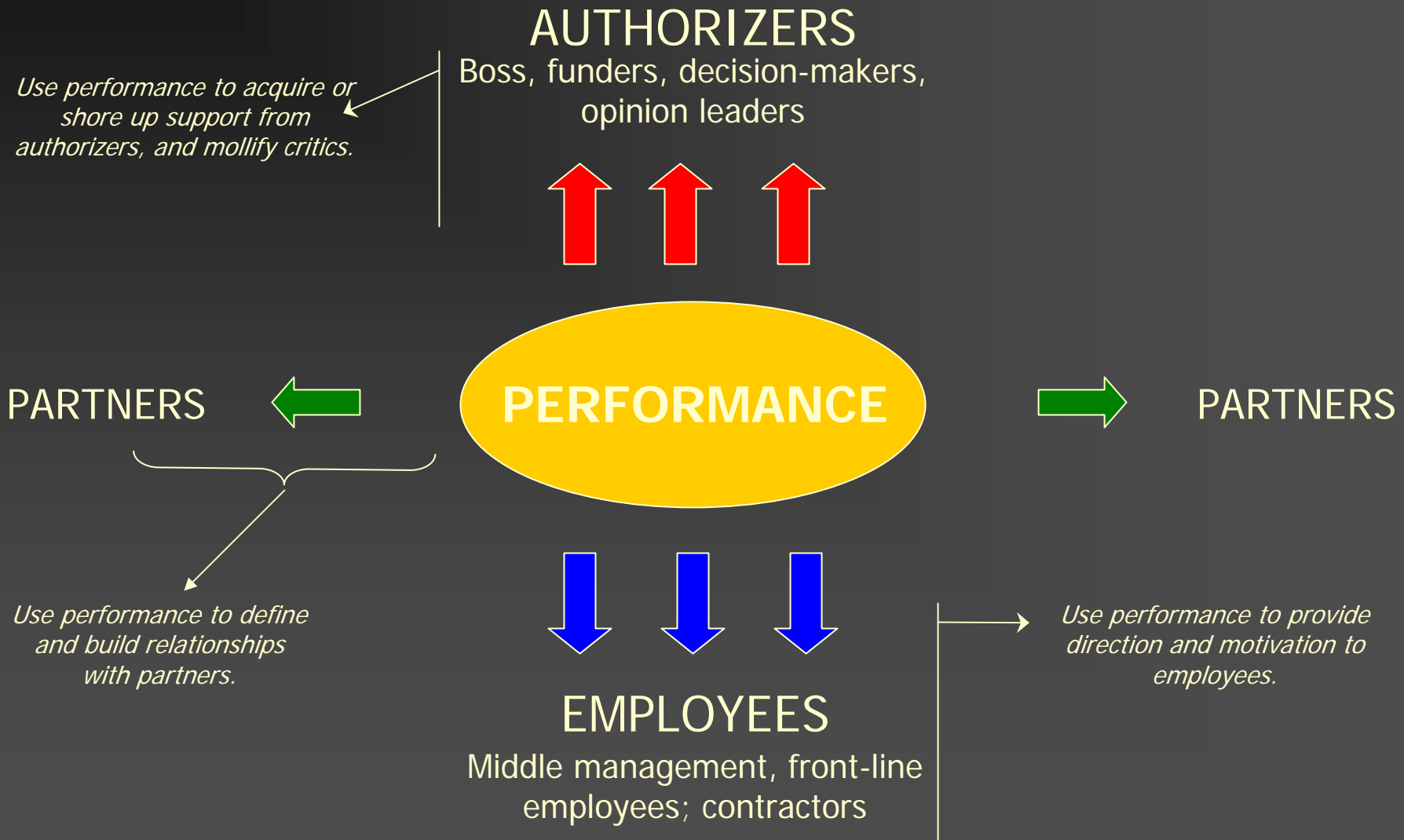
**“Government Should Run
Like a Business”**

What does it mean?

- Pay attention to costs
- Customer service
- Efficient & Effective service delivery
- Focus on Results as the bottom line

CREATE PUBLIC VALUE

Performance is the Key to Public Value




The image features a dark grey rectangular area in the center, which serves as a background for the text. Above and below this central area are horizontal bands of abstract, colorful patterns. These patterns consist of various shades of red, orange, yellow, and green, creating a textured, almost painterly effect. The overall composition is simple and focuses on the central text.

Do perceptions matter?

Today, citizens question whether Government is Accountable for Results

- April 2005 Elway Poll found:
 - 65% Washington Citizens believe that state agencies are not sufficiently accountable
 - 47% believe that state government is mostly inefficient, and 68% believe we are less efficient than the private sector
 - 41% believe that most state agencies waste significant amounts of money
 - Only 49% percent said that state government is effective at what it is supposed to accomplish
-



Yet we know we are working hard.
We have much evidence to prove
our effectiveness.

We can also do better.
GMAP will help us prove that
Washington State Government
can deliver results.

GMAP

Government
Management
Accountability
Performance

Why do this?

1. Improve government services
 2. Inform budget & operational decisions
 3. Tell our story
 4. **ACCOUNTABILITY** leads to trust
-

GMAP builds on what we're already doing

- Agencies have been creating strategic plans and measuring performance for several years.
 - Priorities of Government (“POG”) focused budget resources on what’s most important.
 - Civil Service Reform links individual performance to agency performance.
-

So what is different about GMAP?

- Personal presence of high level leadership
 - Timely, accurate data in clear formats
 - Choosing the most effective strategies
 - Reallocating resources on the spot
 - Persistent follow-up: Did we do what we said we would do? *Did it work?*
-



Where did this GMAP idea come from?

COMPSTAT / CITISTAT

- A model of Performance and Accountability

- New York City:

<http://www.nyc.gov/html/ops/html/mmr/mmr.shtml>

- Baltimore:

<http://www.ci.baltimore.md.us/news/citistat/>

- **GMAP** is inspired by these successes.
-

The image features a dark grey rectangular area in the center, which serves as a background for the text. Above and below this central area are horizontal bands of abstract, colorful patterns. These patterns consist of various shades of red, orange, yellow, and green, creating a textured, almost painterly effect. The overall composition is simple and focuses on the central text.

What does it look like?

Baltimore Citistat



What do you think?

- What are your hopes about GMAP?
 - What are your concerns about GMAP?
-



Where do we start?

GMAP Guidelines

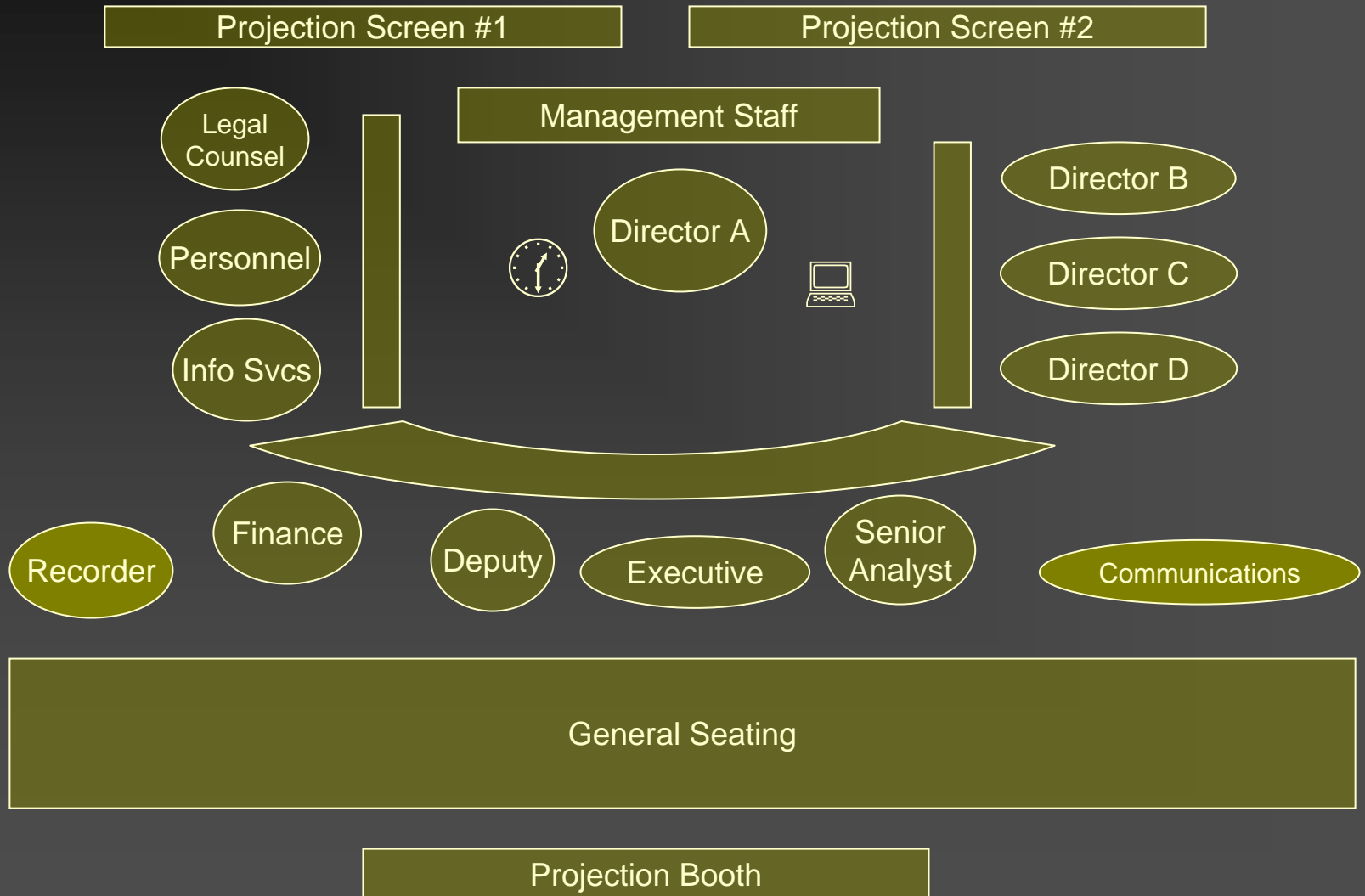
Evaluate the measures you have

- Do you use them? Do you understand how they connect to high level results?
 - Do they reflect a balance between volume, cost and quality?
 - Have you engaged your stakeholders and employees in a discussion of what “quality” means?
-

The image features a dark grey rectangular area in the center, which serves as a background for the text. Above and below this central area are horizontal bands of abstract, colorful patterns. These patterns consist of various shades of red, orange, yellow, and green, creating a textured, painterly effect. The overall composition is balanced and visually striking due to the contrast between the dark grey and the vibrant colors.

Who needs to be there?

Sample GMAP Room Layout



What's on the agenda?

1. Performance Measures
 2. Budget report
 3. Personnel report
 4. Stakeholder engagement
 5. Contract performance monitoring
 6. Risk Management
 7. Audit Findings
 8. Statewide initiatives (Smart Buy, Plain Talk)
 9. Persistent Follow Up from last meeting
-



When do we start?

Not later than July 1

What can we do for you?

- Guidelines for Agencies
 - Updates and Information
 - GMAP Academy
 - Technology support
-

GMAP Academy

- Linking Resources to Results
 - Building Portfolio of Measures
 - Analyzing Data
 - Using Charts and Graphs
 - Budgeting for Performance
 - Confronting problems skillfully
 - Presenting Information to Decision Makers
-

Technology Support

- DIS is a major partner in GMAP effort
 - Facilitate and share information – what can we do now?
 - Long term solutions: ROADMAP and enterprise-wide architecture
 - Short term solutions
 - Contact Matthew Krieger at 360-902-0676
-

Pitfalls and Caveats

- Unrealistic Expectations
 - Government cannot solve all problems
 - Performance Horizon
 - Eventually you can't do any more with less
 - Slave to the System
 - Strike the balance between flexibility and institutionalization
 - Culture of Fear
 - Accountability as the “A” word
-



People hold people accountable.

Systems do not hold people accountable.

We hold each other – and ourselves – accountable.

Accountability – the “A” word

- “Risk taking can be fostered when the Chief and Executive Staff recognize that efforts made for the right reasons may nonetheless sometimes fail. The response to these failures, in a public and positive way, sends the unmistakable message that risk taking in the pursuit of commendable goals can become positive learning experiences for all, will be tolerated, and in fact is encouraged.”

- Chief Ronal Serpas

The image features a dark grey rectangular area in the center, which serves as a background for the text. Above and below this central area are horizontal bands of abstract, colorful patterns. These patterns consist of various shades of red, orange, yellow, and green, creating a textured, painterly effect. The word "Questions" is written in a bold, yellow, sans-serif font, positioned on the right side of the dark grey area.

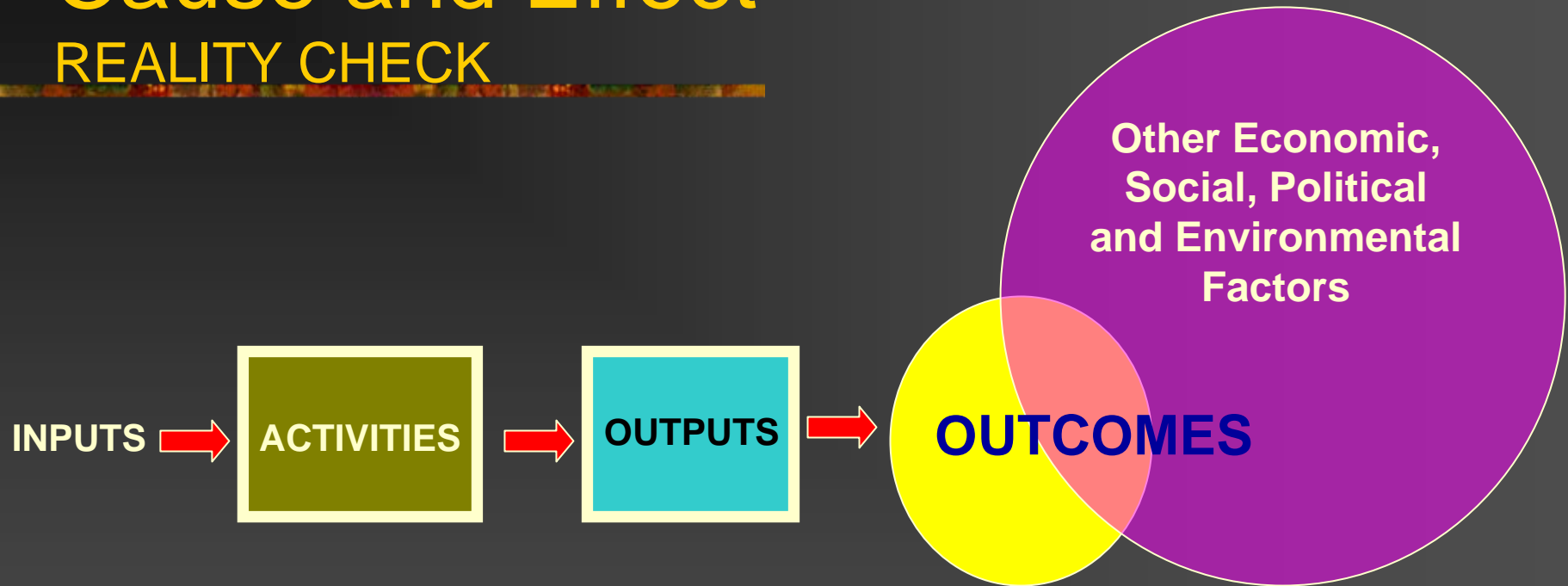
Questions

GMAP Managers can . . .

- Clearly explain how a program contributes to a high level result – the underlying logic
 - Explain the program impact, and what it costs
 - Diagnose performance problems and correct them
 - Skillfully confront problems with persistence *and* respect
-

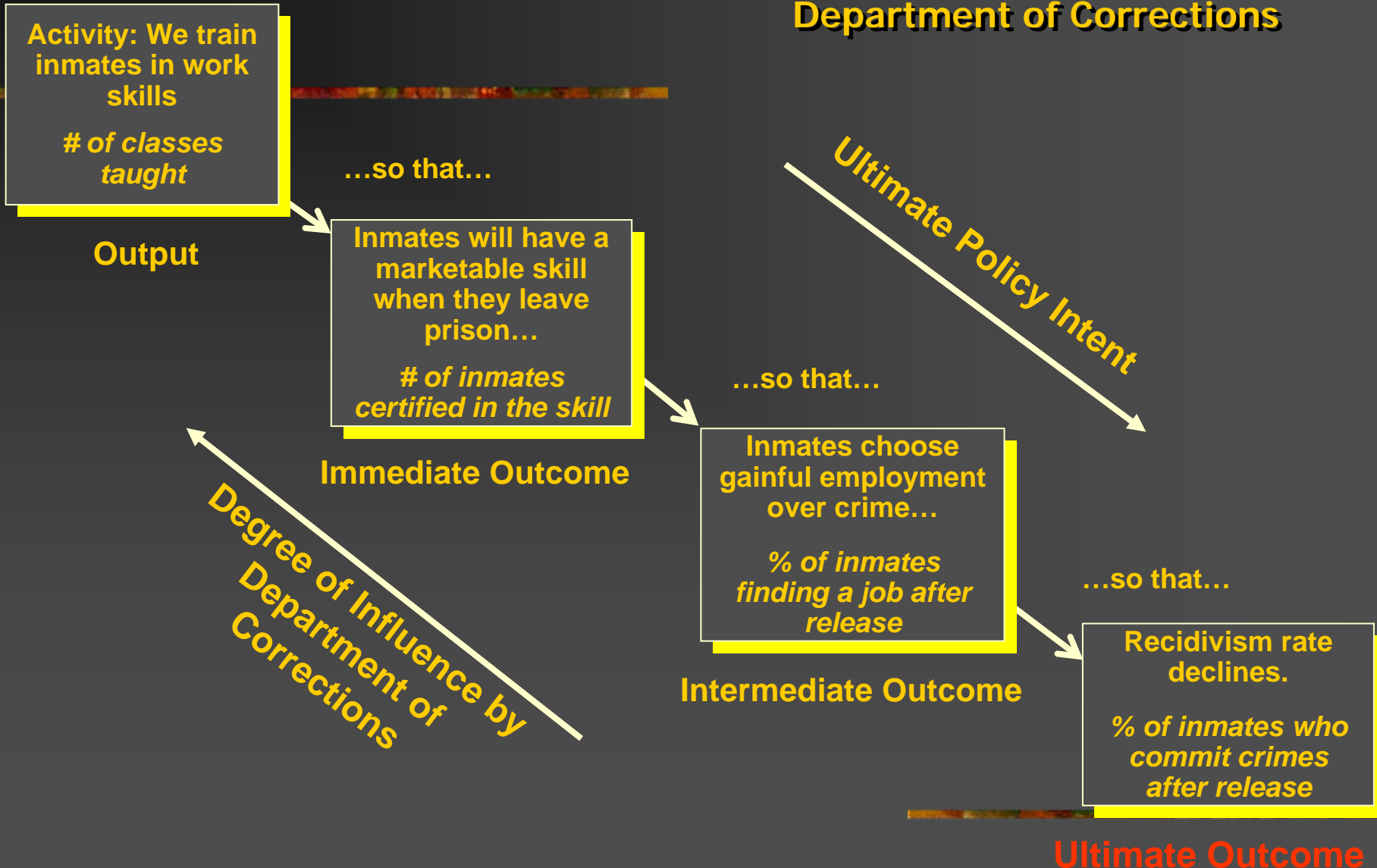
Cause and Effect

REALITY CHECK

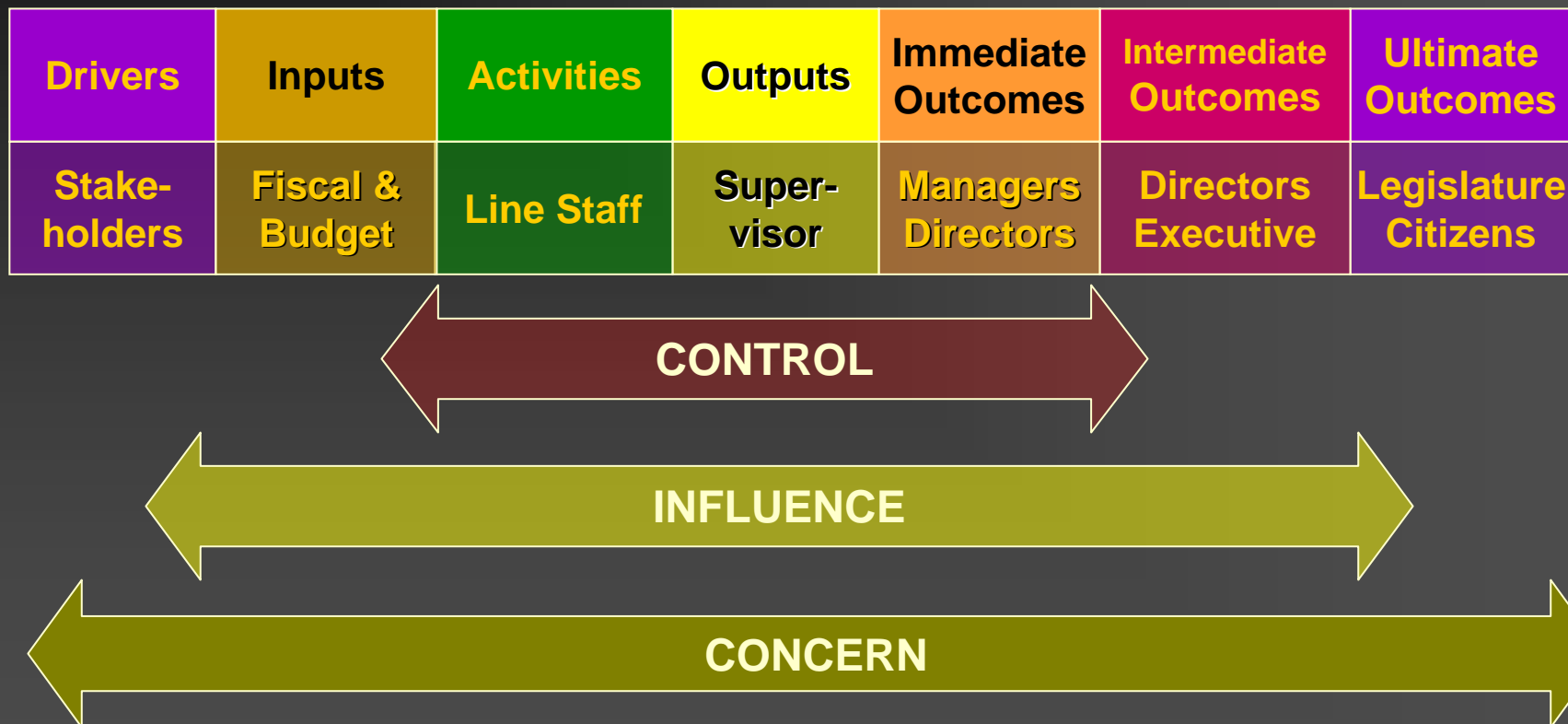


Logic Model

Department of Corrections



Range of Control and Influence



Source: Adapted from Mary Campbell

FIVE KEY QUESTIONS FOR CREATING A LEARNING ENVIRONMENT

